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**Board of Trustees Minutes
Retreat Session
July 31-August 1, 2007**

Approved October 5, 2007

Trustees Present

Ms. Leslie Jones
Mr. Sanford Kinzer
Mr. Ken Martin, Chair
Mr. Sid Morrison
Ms. Rebecca Neighbors
Ms. Patricia Notter
Mr. David Valdez
Ms. Judy Yu, Vice Chair

Others Present

Dr. Jerilyn S. McIntyre, President
Ms. Judy B. Miller, Secretary to the Board
Dr. Terry MacTaggart, Consultant, Association of Governing Boards of Universities and Colleges

Tuesday, July 31

Mr. Martin convened the meeting at 9:22 a.m.

Election of Board Officers – 1

Motion 07-48: Ms. Jones moved, seconded by Mr. Valdez, that the Board of Trustees elects Judy Yu chair and Sid Morrison vice chair for 2007-08. Mr. Morrison clarified that he would serve as vice chair without expectation of further commitment. Motion carried.

Approval of June 8, 2007 Minutes – 2

Motion 07-49: Mr. Morrison moved, seconded by Ms. Jones, that the Board of Trustees approves minutes of the June 7-8, 2007 regular meeting. Motion carried.

President's Comments on 2007-08 University Agenda

Dr. McIntyre gave the trustees an overview of challenges of the past few years and the significant steps she took to meet those challenges. With increased institutional stability comes the opportunity to think ahead strategically and focus on excellence. Reflecting national trends, students of the future will become more diverse and include a significant senior population. Impacts of workforce needs, technology, and professional programs were examined.

In support of long-term strategic planning, the following questions were posed:

- a. Who are our students likely to be?
- b. What coursework will be in demand by society and by our students?
- c. What will be the role of technology in instruction and how will it transform student learning?
- d. What should be the direction and role of our undergraduate and graduate missions in the future?
- e. How large should our Ellensburg campus and centers be?
- f. What kinds of entrepreneurial or resource-enhancing activities should we pursue to provide the additional revenue our expanded mission may require in the future?

Connections between planning and decision making can create a new vision and new model for the university. In this context, three points were outlined specific to the 2007-08 academic year.

1. Integrate divisional strategic plans into a big-picture university strategic plan, integrating vision and fostering cooperation among divisions.
2. Complete the comprehensive campaign begun two years ago. We have begun to develop a fund raising culture. Growth in alumni contacts is contributing to a framework for an ongoing campaign.
3. Foster full operation of the research foundation and innovation park. This entrepreneurial effort is a significant decision for the university.

Purpose, Schedule, and Self-Introductions

Dr. MacTaggart outlined the meeting schedule and indicated that the group would focus on ways to answer Dr. McIntyre's questions. Additional discussion will include how a good board becomes stronger, future strategic directions, shared understandings, and current issues. Three realities were reviewed—a) CWU is in very good shape, b) the board is in transition, and c) the university is ready for the next level. The last point prompted discussion of branding and advocacy issues. Mr. Morrison suggested a new slogan—"Close to you, but just far enough away."

High Functioning Boards and Strategic Directions

Trustees felt that the university fits uniquely into a category of "quality comprehensive" institutions. Several indicators of quality were examined including independent thinking, performance measures, accreditations, organizational metrics, intangibles [experiences], pay for performance, leadership in support of quality, academic leadership, brand and value added, and cohesion of cultures. The board can be instrumental in assuring quality through review of performance measures, fund raising, advocacy efforts, and talking with students.

During a discussion of characteristics of high performing boards, three overarching trustee responsibilities were discussed—fiduciary, relational, and strategic. The board requested a more simplified, understandable presentation of budget detail at one of the fall board meetings. Cover sheets for items presented at the meetings should be in an executive summary format with decision points, risk, and benefits clearly delineated. Layers of more detailed information could be included if necessary.

Trustees also discussed term limits for the chair and determined that further discussion will occur later in the year.

Recessed at 5:00 p.m. Dinner and continued conversation from 6:30 to 8:30 p.m.

Wednesday, August 1—Reconvened at 8:00 a.m. for breakfast

Strategic Directions and the Board's Leadership Role

Following breakfast, the group continued discussion and summarized the main points of the earlier discussion. A *top quality comprehensive* institution will be recognized by student achievement, rankings, faculty and programs, and intangibles [experiences]. The board's role in achieving top quality is embodied in the following characteristics: learn, oversee, hold accountable, find resources, support leaders, and help set strategic direction. Three basic components for the board are fiduciary [resources for top quality], relational [legislature, donors, and brand], and strategic [decision to be a top quality comprehensive institution and specifics to achieve that status]. Current issues of critical importance are accreditation of teacher education and business and changes to the academic culture [collective bargaining and academic leaders].

The institution and the board will engage in a year-long process of determining what it means to be a top quality institution. Accreditation for the college of business should be acquired within two years. Processes will be developed to confirm that the university is on track for Northwest Commission on Colleges and Universities (NWCCU) accreditation and programmatic accreditation.

If top quality is our goal, the following items must be considered. Committee involvement is noted parenthetically.

1. *Student mix* – admission standards, preparation, access, and size of campus (Student Affairs)

2. *Courses and programs* – improve star programs and increase support; remove marginal programs [Academic Affairs and Student Affairs]
3. *Tech-savvy university* – define, student preparation [Resource Development/Audit and Student Affairs]
4. *Graduate education* – examine other program options [Academic Affairs]
5. *Is bigger better?* [all committees]
6. *Entrepreneurial university* – [Resource Development/Audit and Academic Affairs]
7. *Brand development* – [all committees]
8. *Fund raising* – [Resource Development/Audit]

A process to examine these issues was discussed. A presentation on the first issue—Courses and programs—will be presented to the committee of the whole at the October 5 meeting. Resource development issues and current fund raising goals and plans will be discussed at the October 4 board dinner. Another retreat to discuss issues and policy was also considered.

Committee assignments for the 2007-08 academic year were determined:

Academic Affairs – Chair David Valdez and Leslie Jones
Resource Development and Audit – Chair Patricia Notter and Sid Morrison
Student Affairs – Chair Sanford Kinzer, Ken Martin, and Rebecca Neighbors

NCATE and PESB Update

[National Council for the Accreditation of Teacher Education and Professional Education Standards Board]
 Provost Dave Soltz shared an update regarding recent visits of teams representing both NCATE and PESB.

Motion 07-50: Mr. Martin moved, seconded by Mr. Morrison, that the Board of Trustees adopts language in support of the university's accreditation efforts. Motion was withdrawn after it was determined that clear and specific language would be drafted for a future meeting.

Recessed for lunch at 12:30 p.m.

Executive Session

The board convened in executive session at 1:40 p.m. for 1 hour and 5 minutes under the authority of RCW 42.30.110 (g) to hold an executive session to . . . review the performance of a public employee . . . *[Ms. Neighbors was not present for the discussion.]* Mr. Martin and Dr. McIntyre continued the session for another 45 minutes.

Adjourned at 3:30 p.m.

Next Meeting

The board will meet in regular session October 5, 2007 in Barge 412 on the Ellensburg campus of Central Washington University.

Judy B. Miller, Secretary to the
 Board of Trustees
 Central Washington University

Judy Yu, Chair
 Board of Trustees
 Central Washington University